

**Company Registration Number: 03611027**

**Kering UK Services Limited**

**Annual Report and Financial Statements  
For the year ended 31 December 2022**



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**Annual Report and Financial Statements**  
**For the year ended 31 December 2022**  
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# **Kering UK Services Limited**

## **Professional advisors**

### **Registered office**

6th Floor  
62 Buckingham Gate  
London  
United Kingdom  
SW1E 6AJ

### **Bank**

HSBC Bank Plc  
40 South Road  
Haywards Heath  
West Sussex  
RH16 4LU

### **Independent auditors**

PricewaterhouseCoopers LLP  
Chartered Accountants and Statutory Auditors  
1 Embankment Place  
London  
WC2N 6RH

# **Kering UK Services Limited**

## **Strategic report**

The Directors present their strategic report for the year ended 31 December 2022.

### **Principal activities**

The principal activities of Kering UK Services Limited (the "Company") are the provision of finance, information technology, human resources, legal and operational services to fellow Kering S.A. Group (the "Group") companies.

### **Business review**

The Directors consider that both the results for the year and the financial position as at the year-end were satisfactory. The Directors expect that the Company will continue to be profitable during the coming year.

The Directors of Kering UK Services Limited are satisfied with the performance of the business during 2022, with an operating profit for the year of £455,153 (2021: £279,718) and net assets of £20,201,735 (2021: £19,832,606).

### **Key performance indicator**

The Company provides finance, information technology, human resources, legal and operational services to the wider Kering Group. All costs of the Company, plus a percentage mark-up are recharged to Group companies. The Company's overriding objective in the UK continues to be to generate appropriate levels of profit from the provision of these services.

The Directors monitor the progress on strategy by reference to profit before tax over turnover 5% (2021: 3%). The Directors are satisfied with this performance.

### **Outlook**

The Company intends to continue its role as a provider of shared services to the wider Kering S.A. Group (the "Kering Group"), in the course of the coming year. The objectives and strategies of the Company are aligned with the objectives and strategies of Kering S.A. whose financial statements are publicly available from the address provided in note 14. The performance of the Kering Group impacts the level of services required from this Company, and hence the revenue it generates.

### **Principal risks and uncertainties**

In 2022, the Western Europe luxury market rebounded strongly from a low base due to the negative impact of COVID-19 restrictions in 2021. Despite the upturn in tourism in Europe, the volume of Chinese tourists remains low, and demand for luxury goods remained largely domestic.

Rising interest rates and turbulence in financial markets is adversely affecting sentiment among consumers and their propensity to spend. Inflation and rising prices are affecting consumers' unavoidable expenditure and reducing their purchasing power.

## **Kering UK Services Limited**

### **Strategic report (continued)**

#### **Principal risks and uncertainties (continued)**

The outbreak of armed conflict between Russia and Ukraine in February 2022 had a limited direct impact on major Luxury houses. However, combined with other geopolitical crises, it increased the pressure on supply chains and created concern about the economic outlook among both consumers and the financial markets. Given the current instability, cybersecurity risks, plus financial and legal risks, have increased. However, Kering UK Services Limited believes it has taken the requisite measures to reduce, as far as possible, the likelihood of risks occurring and their impact.

Kering UK Services Limited, as part of the Kering Group, is also exposed to structural medium-term growth patterns related to the increase in the world's population and changes in the population mix. Bain & Company and Euromonitor, for example, forecast growth of around 5% to 7% p.a. in the worldwide luxury market over the medium and long term.

The Group has demonstrated in the past its ability to adapt its organisation, operating methods and strategic priorities in response to changes in the macro-economic and technological environment. Its level of profitability and cash generation allows it to invest for the long term and to weather the sector's recessionary phases.

Climate change risk is assessed at Group level. In accordance with the recommendation of the Task Force on Climate-Related Financial Disclosures (TCFD), Kering Group conducted an initial assessment of the financial impact of specific climate risks in 2022. The analysis carried out so far does not show any material impact on the Group's financial statements.

Liquidity risk is mitigated by the Company's cash pooling arrangement with other UK group companies.

Kering UK Services Limited follows Kering Group risk strategies and policies.

Strategic report approved by the Board of Directors and signed on behalf of the Board on 7 December 2023.



S Mills

Director

Company Registration Number: 03611027

# **Kering UK Services Limited**

## **Directors' report**

The Directors present their annual report and audited financial statements for the year ended 31 December 2022.

### **Future developments**

Likely future developments are set out in the 'outlook' section of the strategic report on page 2.

### **Results**

The results for the year are set out in the income statement on page 11.

The results for the year show a profit before tax of £473,603 (2021: £193,270) and turnover of £10,014,599 (2021: £7,004,204).

The profit for the year after taxation of £369,129 (2021: £197,865) has been included in reserves.

### **Dividends**

No dividends were paid or proposed during the year ended 31 December 2022 (2021: £nil). It is the Board's intention to reinvest retained earnings in value enhancing opportunities within the business.

### **Directors**

The Directors of the Company during the year ended 31 December 2022 and up to the date of signing the Directors' Report were as follows:

M Mailander Macaluso  
S Mills  
F Pinault

### **Directors' interests**

The Directors and their close family members hold no beneficial interests in the Company or any other Group company at 31 December 2022 (2021: £nil).

### **Qualifying third-party and pension scheme indemnity provisions**

No qualifying third-party or pension scheme indemnity provisions, made by the company or otherwise, have been in place for one or more directors of the company or of an associated company at any time during the financial year or at the date of approval of the directors' report.

### **Political contributions**

The Company made no political donations during 2022 (2021: £nil).

# **Kering UK Services Limited**

## **Directors' report (continued)**

### **Going concern**

The financial statements have been prepared on the going concern basis, which the directors believe to be appropriate for the following reasons. The directors have prepared cash flow forecasts for a period of at least 12 months from the date of approval of these financial statements which indicate that, taking into account a severe but plausible downside scenario, the Company will have sufficient funds, through its group cash pooling arrangement with other UK group companies, to continue operations and to meet its liabilities as they fall due.

Based on this undertaking, the directors believe that it remains appropriate to prepare the financial statements on a going concern basis.

There has been no material uncertainty identified which would cast significant doubt upon the Company's ability to continue using the going concern basis of accounting for the 12 months following the approval of this Annual Report.

### **Liability Limitation Agreement**

The directors have agreed with the Company's auditors that the auditors' liability to damages for breach of duty in relation to the audit of the Company's financial statements for the year ended 31 December 2022 should be limited to the greater of £5 million or 5 times the auditors' fees, and that in any event the auditors' liability for damages should be limited to that part of any loss suffered by the Company as is just and equitable having regard to the extent to which the auditors, the Company and any third parties are responsible for the loss in question. The shareholders approved this limited liability agreement, as required by the Companies Act 2006, by a resolution dated 14 September 2023.

### **Statement of directors' responsibilities in respect of the financial statements**

The directors are responsible for preparing the Annual Report and Financial Statements for the year ended 31 December 2022 and the financial statements in accordance with applicable law and regulation.

Company law requires the directors to prepare financial statements for each financial year. Under that law the directors have prepared the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards, comprising FRS 101 "Reduced Disclosure Framework", and applicable law).

Under company law, directors must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the company and of the profit or loss of the company for that period. In preparing the financial statements, the directors are required to:

- select suitable accounting policies and then apply them consistently;
- state whether applicable United Kingdom Accounting Standards, comprising FRS 101 have been followed, subject to any material departures disclosed and explained in the financial statements;

## **Kering UK Services Limited**

### **Directors' report (continued)**

#### **Statement of directors' responsibilities in respect of the financial statements (continued)**

- make judgements and accounting estimates that are reasonable and prudent; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the company will continue in business.

The directors are responsible for safeguarding the assets of the company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The directors are also responsible for keeping adequate accounting records that are sufficient to show and explain the company's transactions and disclose with reasonable accuracy at any time the financial position of the company and enable them to ensure that the financial statements comply with the Companies Act 2006.

#### **Directors' confirmations**

In the case of each director in office at the date the directors' report is approved:

- so far as the director is aware, there is no relevant audit information of which the company's auditors are unaware; and
- they have taken all the steps that they ought to have taken as a director in order to make themselves aware of any relevant audit information and to establish that the company's auditors are aware of that information.

#### **Independent auditors**

The independent auditors, PricewaterhouseCoopers LLP (PwC) were appointed at group level, by Kering S.A, on 28 April 2022, in accordance with Section 485(3) of the Companies Act 2006.

PricewaterhouseCoopers LLP have indicated their willingness to continue in office and a resolution concerning their re-appointment will be proposed at the Annual General Meeting.

Directors' report approved by the Board of Directors and signed on behalf of the Board on 7 December 2023.



S Mills  
Director

Company Registration Number: 03611027

# **Independent auditors' report to the members of Kering UK Services Limited**

## **Report on the audit of the financial statements**

### **Opinion**

In our opinion, Kering UK Services Limited's financial statements:

- give a true and fair view of the state of the company's affairs as at 31 December 2022 and of its profit for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards, including FRS 101 "Reduced Disclosure Framework", and applicable law); and
- have been prepared in accordance with the requirements of the Companies Act 2006.

We have audited the financial statements, included within the Annual Report and Financial Statements (the "Annual Report"), which comprise: the Statement of financial position as at 31 December 2022; the Income statement and the Statement of changes in equity for the year then ended; and the notes to the financial statements, which include a description of the significant accounting policies.

### **Basis for opinion**

We conducted our audit in accordance with International Standards on Auditing (UK) ("ISAs (UK)") and applicable law. Our responsibilities under ISAs (UK) are further described in the Auditors' responsibilities for the audit of the financial statements section of our report. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

### **Independence**

We remained independent of the company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, which includes the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements.

### **Conclusions relating to going concern**

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

In auditing the financial statements, we have concluded that the directors' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

However, because not all future events or conditions can be predicted, this conclusion is not a guarantee as to the company's ability to continue as a going concern.

Our responsibilities and the responsibilities of the directors with respect to going concern are described in the relevant sections of this report.

# **Independent auditors' report to the members of Kering UK Services Limited**

## **Reporting on other information**

The other information comprises all of the information in the Annual Report other than the financial statements and our auditors' report thereon. The directors are responsible for the other information. Our opinion on the financial statements does not cover the other information and, accordingly, we do not express an audit opinion or, except to the extent otherwise explicitly stated in this report, any form of assurance thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit, or otherwise appears to be materially misstated. If we identify an apparent material inconsistency or material misstatement, we are required to perform procedures to conclude whether there is a material misstatement of the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report based on these responsibilities.

With respect to the Strategic report and the Directors' Report, we also considered whether the disclosures required by the UK Companies Act 2006 have been included.

Based on our work undertaken in the course of the audit, the Companies Act 2006 requires us also to report certain opinions and matters as described below.

## **Strategic report and the Directors' Report**

In our opinion, based on the work undertaken in the course of the audit, the information given in the Strategic report and the Directors' Report for the year ended 31 December 2022 is consistent with the financial statements and has been prepared in accordance with applicable legal requirements.

In light of the knowledge and understanding of the company and its environment obtained in the course of the audit, we did not identify any material misstatements in the Strategic report and the Directors' Report.

## **Responsibilities for the financial statements and the audit**

### **Responsibilities of the directors for the financial statements**

As explained more fully in the Statement of directors' responsibilities in respect of the financial statements, the directors are responsible for the preparation of the financial statements in accordance with the applicable framework and for being satisfied that they give a true and fair view. The directors are also responsible for such internal control as they determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the directors are responsible for assessing the company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the directors either intend to liquidate the company or to cease operations, or have no realistic alternative but to do so.

# **Independent auditors' report to the members of Kering UK Services Limited**

## **Auditors' responsibilities for the audit of the financial statements**

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditors' report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud, is detailed below.

Based on our understanding of the company and industry, we identified that the principal risks of non-compliance with laws and regulations related to UK data protection and employment laws, and we considered the extent to which non-compliance might have a material effect on the financial statements. We also considered those laws and regulations that have a direct impact on the financial statements such as the Companies Act 2006 and taxation legislation. We evaluated management's incentives and opportunities for fraudulent manipulation of the financial statements (including the risk of override of controls), and determined that the principal risks were related to the manipulation of financial reporting through the use of journals impacting turnover, expenditure and cash and management bias in accounting estimates. Audit procedures performed by the engagement team included:

- Understanding and evaluating the company's control environment specifically as it relates to preventing and detecting irregularities and fraud;
- Identifying and testing unusual journal entries, in particular journal entries posted with unusual account combinations impacting turnover, expenditure and cash;
- Enquiries with management, including consideration of any known or suspected instances of non-compliance with laws and regulations or fraud;
- Challenging assumptions and judgements made by management in determining significant accounting estimates, in particular in relation to the estimation of lease discount rates.

There are inherent limitations in the audit procedures described above. We are less likely to become aware of instances of non-compliance with laws and regulations that are not closely related to events and transactions reflected in the financial statements. Also, the risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from error, as fraud may involve deliberate concealment by, for example, forgery or intentional misrepresentations, or through collusion.

A further description of our responsibilities for the audit of the financial statements is located on the FRC's website at: [www.frc.org.uk/auditorsresponsibilities](http://www.frc.org.uk/auditorsresponsibilities). This description forms part of our auditors' report.

## **Use of this report**

This report, including the opinions, has been prepared for and only for the company's members as a body in accordance with Chapter 3 of Part 16 of the Companies Act 2006 and for no other purpose. We do not, in giving these opinions, accept or assume responsibility for any other purpose or to any other person to whom this report is shown or into whose hands it may come save where expressly agreed by our prior consent in writing.

# **Independent auditors' report to the members of Kering UK Services Limited**

## **Other required reporting**

### **Companies Act 2006 exception reporting**

Under the Companies Act 2006 we are required to report to you if, in our opinion:

- we have not obtained all the information and explanations we require for our audit; or
- adequate accounting records have not been kept by the company, or returns adequate for our audit have not been received from branches not visited by us; or
- certain disclosures of directors' remuneration specified by law are not made; or
- the financial statements are not in agreement with the accounting records and returns.

We have no exceptions to report arising from this responsibility.



### **Rachael Moxon (Senior Statutory Auditor)**

for and on behalf of PricewaterhouseCoopers LLP  
Chartered Accountants and Statutory Auditors  
1 Embankment Place  
London  
WC2N 6RH

8 December 2023

**Kering UK Services Limited**  
**Income statement**  
**For the year ended 31 December 2022**

		<b>Year ended 31 December 2022</b>	<b>Year ended 31 December 2021</b>
	Note	£	£
<b>Turnover</b>	2	10,014,599	7,004,204
Administrative expenses		(9,559,446)	(6,724,486)
<b>Operating profit</b>	4	<b>455,153</b>	<b>279,718</b>
Interest receivable and similar income	5	1,916,342	249,426
Interest payable and similar expenses	6	(1,897,892)	(335,874)
<b>Profit before taxation</b>		<b>473,603</b>	<b>193,270</b>
Taxation on profit	7	(104,474)	4,595
<b>Profit for the financial year</b>		<b>369,129</b>	<b>197,865</b>

All results relate to continuing operations in the current and preceding years.

There are no recognised gains or losses other than those passing through the income statement and therefore no statement of other comprehensive income has been presented.

The notes on pages 14 to 34 form an integral part of these financial statements.

**Kering UK Services Limited**  
**Statement of financial position**  
**As at 31 December 2022**

	Note	31 December 2022 £	31 December 2021 £
<b>Fixed assets</b>			
Tangible assets	8	5,033,333	5,725,320
		<b>5,033,333</b>	<b>5,725,320</b>
<b>Current assets</b>			
Debtors (including £195,400 due after more than one year (2021: £192,539))	9	236,859,960	54,418,778
Cash at bank and in hand		33,227,922	29,019,394
		<b>270,087,882</b>	<b>83,438,172</b>
<b>Creditors</b>			
Amounts falling due within one year	10	(250,445,267)	(64,364,921)
<b>Net current assets</b>		<b>19,642,615</b>	<b>19,073,251</b>
<b>Total assets less current liabilities</b>		<b>24,675,948</b>	<b>24,798,571</b>
<b>Creditors</b>			
Amounts falling due after more than one year	10	(4,474,213)	(4,965,965)
<b>Net assets</b>		<b>20,201,735</b>	<b>19,832,606</b>
<b>Capital and reserves</b>			
Called up share capital	11	1,550,002	1,550,002
Retained earnings		18,651,733	18,282,604
<b>Total shareholders' funds</b>		<b>20,201,735</b>	<b>19,832,606</b>

The notes on pages 14 to 34 form an integral part of these financial statements.

The financial statements on pages 11 to 34 were authorised for issue by the board of directors on 7 December 2023 and were signed on its behalf.



S Mills  
Director  
Company Registration Number: 03611027

**Kering UK Services Limited**  
**Statement of changes in equity**  
**For the year ended 31 December 2022**

	<b>Called up share capital £</b>	<b>Retained earnings £</b>	<b>Total shareholders' funds £</b>
<b>Balance at 1 January 2021</b>	<b>1,550,002</b>	<b>18,084,739</b>	<b>19,634,741</b>
Profit for the year	-	197,865	197,865
<b>Total comprehensive income for the year</b>	<b>-</b>	<b>197,865</b>	<b>197,865</b>
<b>Balance at 31 December 2021</b>	<b>1,550,002</b>	<b>18,282,604</b>	<b>19,832,606</b>
<b>Balance at 1 January 2022</b>	<b>1,550,002</b>	<b>18,282,604</b>	<b>19,832,606</b>
Profit for the year	-	369,129	369,129
<b>Total comprehensive income for the year</b>	<b>-</b>	<b>369,129</b>	<b>369,129</b>
<b>Balance at 31 December 2022</b>	<b>1,550,002</b>	<b>18,651,733</b>	<b>20,201,735</b>

The notes on pages 14 to 34 form an integral part of these financial statements.

# **Kering UK Services Limited**

## **Notes to the financial statements**

### **1 Accounting Policies**

#### **General information**

Kering UK Services Limited (the "Company") provides finance, information technology, human resources, legal and operational services to fellow Kering S.A. Group companies.

Kering UK Services Limited (the "Company") is a private limited company incorporated and domiciled in the UK. The address of its registered office is 6th Floor, 62 Buckingham Gate, London, United Kingdom, SW1E 6AJ.

#### **Basis of preparation**

These financial statements have been prepared in accordance with Financial Reporting Standard 101 Reduced Disclosure Framework ("FRS 101"). The financial statements have been prepared under the historical cost convention, modified to include the measurement of certain financial instruments at fair value through profit or loss, and in accordance with Companies Act 2006.

In preparing these financial statements, the Company applies the recognition, measurement and disclosure requirements of international accounting standards in conformity with the requirements of the Companies Act 2006 ("Adopted IFRSs"), but makes amendments where necessary in order to comply with Companies Act 2006 and has set out below where advantage of the FRS 101 disclosure exemptions has been taken.

The Company's parent undertaking Kering S.A. includes the Company in its consolidated financial statements. The consolidated financial statements of Kering S.A. are prepared in accordance with International Financial Reporting Standards and are available to the public and may be obtained from 40 rue de Sevres, Paris 75007, France.

As the consolidated financial statements of Kering S.A. include the equivalent disclosures, the Company has also taken the exemptions under FRS 101 available in respect to the following disclosures:

- Paragraphs 91 to 99 of IFRS 13, 'Fair Value Measurement' (disclosure of valuation techniques and inputs used for fair value measurement of assets and liabilities); and
- IFRS 7, 'Financial Instruments: Disclosures'.

In these financial statements, the Company has applied the exemptions available under FRS 101 in respect of the following disclosures:

- IAS 7, 'Statement of cash flows';
- The requirements of the second sentence of paragraph 110 and paragraphs 113(a), 114, 115, 118, 119(a) to (c), 120 to 127 and 129 of IFRS 15, 'Revenue from contracts with customers';
- The requirements of paragraph 52, paragraph 58, the second sentence of paragraph 89, and paragraphs 90, 91 and 93 of IFRS 16, 'Leases';
- Paragraph 38 of IAS 1, 'Presentation of financial statements' – comparative information requirements in respect of:
  - Paragraph 79(a)(iv) of IAS 1;
  - Paragraph 73(e) of IAS 16, 'Property, plant and equipment'; and
  - Paragraph 118(e) of IAS 38, 'Intangible assets' (reconciliations between the carrying amount at the beginning and end of the period);

# **Kering UK Services Limited**

## **Notes to the financial statements**

### **1 Accounting policies (continued)**

#### **Basis of preparation (continued)**

- The following paragraphs of IAS 1, 'Presentation of financial statements':
  - 10(d) (statement of cash flows);
  - 16 (statement of compliance with all IFRS);
  - 38A (requirement for minimum of two primary statements, including cash flow statements);
  - 38B-D (additional comparative information);
  - 111 (statement of cash flows information); and
  - 134-136 (capital management disclosures);
- Paragraphs 30 and 31 of IAS 8, 'Accounting policies, changes in accounting estimates and errors' (requirement for the disclosure of information when an entity has not applied a new IFRS that has been issued but is not yet effective);
- Paragraph 17 and 18A of IAS 24, 'Related party disclosures' (key management compensation); and
- The requirements in IAS 24, 'Related party disclosures', to disclose related party transactions entered into between two or more members of a group.

The Company proposes to continue to adopt the reduced disclosure framework of FRS 101 in its next financial statements.

The principal accounting policies applied in the preparation of these financial statements are set out below and have, unless otherwise stated, been applied consistently to all periods presented in these financial statements.

#### **Critical accounting estimates and assumptions**

The company makes estimates and assumptions concerning the future. The resulting accounting estimates will, by definition, seldom equal the related actual results. The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are addressed in note 13.

#### **Going concern**

The financial statements have been prepared on the going concern basis, which the directors believe to be appropriate for the following reasons. The directors have prepared cash flow forecasts for a period of at least 12 months from the date of approval of these financial statements which indicate that, taking into account a severe but plausible downside scenario, the Company will have sufficient funds, through its group cash pooling arrangement with other UK group companies, to continue operations and to meet its liabilities as they fall due.

Based on this undertaking, the directors believe that it remains appropriate to prepare the financial statements on a going concern basis.

There has been no material uncertainty identified which would cast significant doubt upon the Company's ability to continue using the going concern basis of accounting for the 12 months following the approval of this Annual Report.

# **Kering UK Services Limited**

## **Notes to the financial statements**

### **1 Accounting policies (continued)**

#### **New standards, amendments, IFRIC interpretations and disclosure requirements**

There are no amendments to accounting standards, or IFRIC interpretations that are effective for the period ended 31 December 2022 that have a material impact on the company's financial statements.

#### **Related parties**

As the Company is a wholly owned subsidiary of Kering S.A. and the Company's voting rights are controlled within the group headed by this Company, the Company has taken advantage of the exemption contained in FRS 101.8(k) and has therefore not disclosed transactions or balances with entities which form part of the Group and which are wholly owned by the Group. The consolidated financial statements of Kering S.A., within which this Company is included, can be obtained from the address given in note 14.

#### **Foreign currency**

Items included in the financial statements of the Company are measured using the currency of the primary economic environment in which the Company operates ('the functional currency'). The financial statements are presented in 'Pounds Sterling' (£), which is also the Company's functional currency.

Transactions in foreign currency are translated to the Company's functional currency at the foreign exchange rate ruling at the date of the transaction. Monetary assets and liabilities denominated in foreign currencies at the statement of financial position date are converted to the functional currency at the exchange rate ruling at that date. Non-monetary assets and liabilities that are measured in terms of historical cost in a foreign currency are translated using the exchange rate at the date of the transaction. Non-monetary assets and liabilities denominated in foreign currencies that are stated at fair value are retranslated to the functional currency at the foreign exchange rates ruling at the dates the fair value was determined.

Foreign exchange differences arising on translation are recognised in the income statement.

#### **Tangible assets**

Tangible assets are stated at cost less depreciation and, when appropriate, provision for impairment. Depreciation is recognised in equal annual instalments over the estimated useful lives of the assets. The rates of depreciation are as follows:

Land and buildings	10% per annum
Fixtures, fittings and equipment	20% per annum
Computer equipment	20% to 33% per annum

Depreciation methods, useful lives and residual values are reviewed at each statement of financial position date.

# **Kering UK Services Limited**

## **Notes to the financial statements**

### **1 Accounting policies (continued)**

#### **Impairment**

For the purposes of impairment testing, assets are grouped into cash-generating units (CGUs) which are the smallest group of assets that generate cash inflows from continuing use. There are 4 CGUs in this entity: Finance, Operations, HR and Management Information Services.

An impairment test is also performed for all CGUs when events or circumstances indicate that they may be impaired. Such events or circumstances concern material unfavourable changes of a permanent nature affecting either the economic environment or the assumptions or objectives used on the acquisition date of the assets.

Impairment tests seek to determine whether the recoverable amount of a CGU is less than its net carrying amount. The recoverable amount of a CGU is the higher of its fair value less costs to sell and its value in use. The value in use is determined with respect to future cash flow projections, taking into account the time value of money and the specific risks attributable to the asset or CGU. Future cash flow projections are based on medium-term budgets and plans.

These plans are drawn up for a period of five years. Fair value corresponds to the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. These values are determined based on market data.

When the CGU's recoverable amount is less than its net carrying amount, an impairment loss is recognised. Impairment is charged first to goodwill where appropriate, and recognised under "Administrative expenses" in the income statement.

Impairment losses recognised in respect of property, plant and equipment may be reversed at a later date if there is an indication that the impairment loss no longer exists or has decreased.

The Company recognises loss allowances for expected credit losses (ECLs) on financial assets measured at amortised cost.

The Company measures loss allowances at an amount equal to lifetime ECL, except for other debt securities and bank balances for which credit risk (i.e. the risk of default occurring over the expected life of the financial instrument) has not increased significantly since initial recognition which are measured as 12-month ECL.

Loss allowances for trade receivables and contract assets are always measured at an amount equal to lifetime ECL.

When determining whether the credit risk of a financial asset has increased significantly since initial recognition and when estimating ECL, the Company considers reasonable and supportable information that is relevant and available without undue cost or effort. This includes both quantitative and qualitative information and analysis, based on the Company's historical experience and informed credit assessment and including forward-looking information.

# **Kering UK Services Limited**

## **Notes to the financial statements**

### **1 Accounting policies (continued)**

#### **Financial instruments**

The Company has no derivatives and does not trade in financial instruments.

The Company operates within the United Kingdom and the majority of transactions are denominated in sterling. Foreign currency transactions are monitored by the Directors to ensure that currency risks are kept at acceptable levels.

The Company funds operations through a cash pooling arrangement with other UK Group companies. Kering UK Services Limited is the cash pool owner.

Non-derivative financial instruments comprise other debtors, cash and cash equivalents and trade and other creditors.

#### **Other debtors**

Other debtors are advances to suppliers for goods or services purchased in the ordinary course of business.

Other debtors are recognised initially at fair value. Subsequent to initial recognition they are measured at amortised cost using the effective interest method, less any impairment losses.

#### **Cash and cash equivalents**

The Company has a cash pooling arrangement with other UK Group companies. Kering UK Services Limited is the cash pool owner.

All transactions going through the sterling bank accounts of the UK Group companies involved in the cash pooling arrangement are transferred on a daily basis to the cash pool bank account owned by Kering UK Services Limited. The cash pool bank account balance is included within cash at bank and in hand.

#### **Share capital**

Ordinary shares are classified as equity.

#### **Trade and other creditors**

Trade and other creditors are obligations to pay for goods or services that have been acquired in the ordinary course of business from suppliers.

Trade and other creditors are recognised initially at fair value. Subsequent to initial recognition they are measured at amortised cost using the effective interest method.

# **Kering UK Services Limited**

## **Notes to the financial statements**

### **1 Accounting policies (continued)**

#### **Taxation**

Tax on the profit or loss for the year comprises current and deferred tax. Tax is recognised in the income statement except to the extent that it relates to items directly in equity or other comprehensive income, in which case it is recognised directly in equity or other comprehensive income.

Current tax is the expected tax payable or receivable on the taxable income or loss for the year, using tax rates enacted or substantially enacted at the statement of financial position date, and any adjustments to tax payable in respect of previous years.

Deferred tax is provided on temporary differences between the carrying amounts of assets and liabilities for financial reporting purposes and the amounts used for taxation purposes. A deferred tax asset is recognised only to the extent that it is probable that future taxable profits will be available against which the temporary difference can be utilised.

#### **Leases**

The company has lease contracts for various offices used in operations.

Lease terms are typically fixed terms of up to 10 years, but may have extension options.

A lease is defined as a contract, or part of a contract, that conveys the right to use an asset (the underlying asset) for a period of time in exchange for consideration.

In accordance with the exemptions provided by paragraph 5 of the standard, the Company has elected to apply IFRS 16 to all of its leases, save the following:

- short term leases, with a lease term of 12 months or less as of the commencement date;
- leases for which the underlying asset is of low value, based on the value of the asset when it is new. Company policy considers an individual asset as low value if its value when new is less than the pound sterling equivalent of €5,000.

Variable lease payments not based on an index or a rate, or in-substance fixed, are not relevant to Kering UK Services Limited, but would also be excluded as they do not meet the requirements under the initial measurement provisions.

The lease payments associated with these leases outside the scope of IFRS 16 are recognised as an expense in the income statement.

Where certain lease agreements include explicitly identifiable non-lease components, those components are recognised in the appropriate item under administration expenses.

# Kering UK Services Limited

## Notes to the financial statements

### 1 Accounting policies (continued)

#### Leases (continued)

Under IFRS 16, for each affected lease, the following items are recognised in the Company's financial statements as of the commencement date:

- a lease liability, corresponding to the net present value of the following lease payments:
  - fixed payments (including in-substance fixed payments), less any lease incentives receivable;
  - variable lease payments that are based on an index or a rate, initially measured using the index or rate as at the commencement date; and
  - payments of penalties for terminating the lease, if the lease term reflects the company exercising that option.

The current and non-current portions of the liability are presented separately on the statement of financial position.

- a lease right-of-use asset, corresponding to the value of the lease liability less any incentives received from the lessor and plus any prepaid lease payments, initial direct costs and the estimated cost of restoring the asset where required by the terms and conditions of the lease.

After the commencement date and at each reporting date:

- the lease liability is remeasured as follows:
  - an increase reflecting the discounting adjustments made over the period depending on the incremental borrowing rate applied to the lease, with a corresponding entry to "Interest expense on leases", within Interest payable on the income statement;
  - a reduction reflecting the lease payments made over the period, with a corresponding entry to "Cash at bank and in hand" in the statement of financial position;
  - an increase reflecting any revisions to the index or growth rate applicable to the lease payments, once they have a cashflow impact, with a corresponding entry to "Right of use assets" within Fixed assets in the statement of financial position;
  - an increase or a reduction reflecting the remeasurement of future lease payments further to a change in the estimated lease term, with a corresponding entry to "Right of use assets" within Fixed assets in the statement of financial position.
- the lease right of use asset is remeasured as follows:
  - a reduction reflecting the depreciation of the asset on a straight-line basis over the term of the lease, with a corresponding entry to "Depreciation of right of use assets" within "Administrative expenses" in the income statement;
  - a reduction reflecting the impairment of right of use assets, with a corresponding entry to "Administrative expenses" in the income statement;
  - an increase reflecting any revisions to the index or growth rate applicable to the lease payments, where appropriate, with a corresponding entry to "Lease liabilities" in the statement of financial position;
  - an increase or a reduction reflecting the remeasurement of future lease payments further to a change in the estimated lease term, with a corresponding entry to "Lease liabilities" in the statement of financial position.

# **Kering UK Services Limited**

## **Notes to the financial statements**

### **1 Accounting policies (continued)**

#### **Leases (continued)**

The impact of applying IFRS 16 on the income statement is shown in Note 12 and can be summarised as follows:

- Within "Administrative expenses", as part of:
  - Variable lease payments, rental charges and payments under short term leases or leases with a low value underlying asset;
  - Straight line depreciation of right of use assets.
- Within "Interest payable and similar expenses", the Interest expense corresponding to the unwinding of the discount on lease liabilities.

The Company chose to apply the practical expedient provided for in the amendment adopted by the IASB on 28 May 2020 and approved by the European Union on 9 October 2020. This allows lessees to recognise any concessions granted due to the COVID-19 pandemic as negative variable lease payments (i.e. directly in the income statement), without having to assess whether the concessions were granted pursuant to contractual or legal clauses governing the performance of the lease in question.

#### **Revenue recognition**

IFRS 15 Revenue from Contracts with Customers provides a single, principles-based five step model that should be applied to determine how and when to recognise revenue from contracts with customers. It's core principle is that revenue is recognised to depict the transfer of promised goods or services to customers in an amount that reflects the consideration to which the entity expects to be entitled in exchange for those goods or services.

The company recognises revenue in accordance with IFRS 15. Fees are established for services provided which is recognised when performance obligations are satisfied on an accrual basis. Fees are established using the cost incurred to perform services, plus a mark-up. Due to the nature of the services provided, performance obligations are met on an ongoing basis in line with when the cost of services are incurred.

#### **Expenses**

Expenses are accounted for on an accrual basis within the income statement.

#### **Interest receivable/payable**

Interest receivable and payable is credited or charged to the income statement on an accrual basis.

# **Kering UK Services Limited**

## **Notes to the financial statements**

### **1 Accounting policies (continued)**

#### **Long term incentive plans**

Certain executives of the Company are offered an annual bonus grant which is based on the achievement of financial targets by its parent Company, Kering Holland NV, over the course of a three year time frame.

The obligation of the Company over the term of this plan is estimated and its costs are spread over the length of the plan (3 years).

#### **Defined contribution plans**

The Company contributes to employees' personal pensions under a defined contribution scheme. Contributions are recognised as an expense in the income statement in the periods during which services are rendered by employees.

A defined contribution plan is a post-employment benefit plan under which the Company pays fixed contributions into a separate entity and will have no legal or constructive obligation to pay further amounts. Obligations for contributions to defined contribution pension plans are recognised as an expense in the income statement in the periods during which services are rendered by employees.

# Kering UK Services Limited

## Notes to the financial statements

### 2 Turnover

Turnover consists of services supplied to fellow Group companies based in the UK and in Europe.

	<b>Year ended 31 December 2022</b>	<b>Year ended 31 December 2021</b>
	<b>£</b>	<b>£</b>
Trading activities in the UK	7,388,153	4,933,594
Trading activities within Europe	2,626,446	2,070,610
	<hr/> 10,014,599 <hr/>	<hr/> 7,004,204 <hr/>
	<b>Year ended 31 December 2022</b>	<b>Year ended 31 December 2021</b>
	<b>£</b>	<b>£</b>
Trading activities with group undertakings	10,014,599	7,004,204
	<hr/> 10,014,599 <hr/>	<hr/> 7,004,204 <hr/>

### 3 Information regarding directors and employees

<b>Average monthly number of persons employed (including executive directors) during the year</b>	<b>Year ended 31 December 2022</b>	<b>Year ended 31 December 2021</b>
	<b>No.</b>	<b>No.</b>
Corporate and design	<hr/> 60 <hr/>	<hr/> 62 <hr/>

# Kering UK Services Limited

## Notes to the financial statements

### 3 Information regarding directors and employees (continued)

<b>Staff costs during the year</b>	<b>Year ended 31 December 2022 £</b>	<b>Year ended 31 December 2021 £</b>
Wages and salaries	2,740,955	3,248,642
Social security costs	396,553	626,758
Other pension costs	225,111	-
	<u>3,362,619</u>	<u>3,875,400</u>
<b>Directors' emoluments</b>	<b>Year ended 31 December 2022 £</b>	<b>Year ended 31 December 2021 £</b>
Aggregate emoluments	134,694	123,069
Company pension contributions to defined contribution schemes	8,520	9,621
	<u>143,214</u>	<u>132,690</u>
<b>Highest paid director</b>	<b>Year ended 31 December 2022 £</b>	<b>Year ended 31 December 2021 £</b>
Aggregate emoluments	134,694	123,069
Company pension contributions	8,520	9,621
	<u>143,214</u>	<u>132,690</u>

During the year ended 31 December 2022, the number of directors who received remuneration from the Company was 1 (2021: 1). The other directors are employed by other Group companies in the Kering S.A. Group, so any remuneration given is borne by those Group companies and no intercompany recharges are made for their services. No remuneration is given in respect of acting as a director of this entity as it is incidental to their overall responsibilities to the Group.

# Kering UK Services Limited

## Notes to the financial statements

### 4 Operating Profit

	Year ended 31 December 2022	Year ended 31 December 2021
	£	£
<b>Operating profit is stated after charging/(crediting):</b>		
Depreciation charge for the year	994,771	1,016,965
Operating lease costs for low value assets, short-term leases and variable lease payments (see note 12)	374,485	3,506
Gain on foreign exchange transactions	(30,994)	(966)
Audit fees payable to the Company's auditors for:		
Audit of these financial statements	22,500	17,878
Non-audit services	91	-
	<u>          </u>	<u>          </u>

Operating lease costs stated in the table above are those outside the scope of IFRS 16, including payments relating to short-term leases and low value assets.

### 5 Interest receivable and similar income

	Year ended 31 December 2022	Year ended 31 December 2021
	£	£
Bank interest receivable	-	82
Other interest receivable	1,916,342	249,344
	<u>          </u>	<u>          </u>
	<u>1,916,342</u>	<u>249,426</u>

### 6 Interest payable and similar expenses

	Year ended 31 December 2022	Year ended 31 December 2021
	£	£
Interest payable to group companies	1,730,282	160,773
Bank interest payable	-	23
Interest expense on lease liabilities (see note 12)	167,610	175,078
	<u>          </u>	<u>          </u>
	<u>1,897,892</u>	<u>335,874</u>

# Kering UK Services Limited

## Notes to the financial statements

### 7 Taxation on profit

#### (a) Analysis of charge in the year

	Year ended 31 December 2022 £	Year ended 31 December 2021 £
<b>Current tax</b>		
UK corporation tax		
UK corporation tax at 19% (2021:19%) on profit	103,519	45,440
Adjustment in respect of prior periods	3,816	(6,997)
Total current tax	<u>107,335</u>	<u>38,443</u>
<b>Deferred tax</b>		
Origination/reversal of timing differences		
Current year	(2,948)	5,459
Effect of rate change	-	(47,519)
Adjustment in respect of prior periods	87	(978)
Total deferred tax	<u>(2,861)</u>	<u>(43,038)</u>
<b>Total tax charge/(credit)</b>	<u><b>104,474</b></u>	<u><b>(4,595)</b></u>

# Kering UK Services Limited

## Notes to the financial statements

### 7 Taxation on profit (continued)

#### (b) Factors affecting the tax charge for the current year

The tax assessed for the year is higher (2021: lower) than that resulting from applying the standard rate of corporation tax in the UK of 19 % (2021: 19 %). The differences are explained below:

	Year ended 31 December 2022 £	Year ended 31 December 2021 £
<b>Profit before taxation</b>	473,603	193,270
Current tax charge		
Tax on profit at standard rate of corporation tax in the UK of 19% (2021: 19%)	89,985	36,721
<b>Effects of:</b>		
Disallowed expenses and non-taxable income	257	1,178
Depreciation on non-qualifying assets	11,037	11,690
Effect of change in tax rate on deferred tax balance	(709)	(46,209)
Prior period adjustments	3,904	(7,975)
<b>Total tax charge/(credit)</b>	104,474	(4,595)

# Kering UK Services Limited

## Notes to the financial statements

### 7 Taxation on profit (continued)

#### (c) Deferred tax

Deferred tax assets as at the statement of financial position date were as follows:

	31 December 2022 £	31 December 2022 £	31 December 2021 £	31 December 2021 £
Tax effect of temporary differences due to:	Recognised in income	Unrecognised	Recognised in income	Unrecognised
Fixed asset timing differences	195,400	-	192,539	-
	<u>195,400</u>	<u>-</u>	<u>192,539</u>	<u>-</u>

#### (d) Deferred tax asset

	31 December 2022 £	31 December 2021 £
Opening balance deferred tax asset	192,539	149,501
Credit/(charge) to income statement	2,861	(4,481)
Effect of change in tax rate	-	47,519
	<u>195,400</u>	<u>192,539</u>

The tax rate for the current year is 19%. An increase in the UK corporation tax rate from 19% to 25% from 1 April 2023 was substantively enacted on 24 May 2021, i.e. as at the statement of financial position date of 31 December 2021. Therefore, there is no change in the measurement of the closing deferred tax balances, which have been recognised at 25%.

**Kering UK Services Limited**  
**Notes to the financial statements**

**8 Tangible assets**

	<b>Land and buildings</b>	<b>Fixtures, fittings and equipment</b>	<b>Computer equipment</b>	<b>Total</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
<b>Cost</b>				
At 1 January 2022	9,268,521	452,498	474,237	10,195,256
Additions	293,217	4,617	4,950	302,784
	<hr/>	<hr/>	<hr/>	<hr/>
At 31 December 2022	9,561,738	457,115	479,187	10,498,040
	<hr/>	<hr/>	<hr/>	<hr/>
<b>Accumulated depreciation</b>				
At 1 January 2022	3,671,359	369,239	429,338	4,469,936
Charge for the year	937,554	34,984	22,233	994,771
	<hr/>	<hr/>	<hr/>	<hr/>
At 31 December 2022	4,608,913	404,223	451,571	5,464,707
	<hr/>	<hr/>	<hr/>	<hr/>
<b>Net book value</b>				
At 31 December 2022	4,952,825	52,892	27,616	5,033,333
	<hr/>	<hr/>	<hr/>	<hr/>
At 31 December 2021	5,597,162	83,259	44,899	5,725,320
	<hr/>	<hr/>	<hr/>	<hr/>

# Kering UK Services Limited

## Notes to the financial statements

### 9 Debtors

	<b>31 December 2022</b>	<b>31 December 2021</b>
	<b>£</b>	<b>£</b>
Amounts due from group undertakings	236,461,546	53,888,102
Other debtors	2,362	99,054
Corporation tax recoverable	-	48,898
Deferred tax asset (note 7)	195,400	192,539
Prepayments	200,652	190,185
	<u>236,859,960</u>	<u>54,418,778</u>
	<b>31 December 2022</b>	<b>31 December 2021</b>
	<b>£</b>	<b>£</b>
Due within one year	236,664,560	54,226,239
Due after more than one year	195,400	192,539
	<u>236,859,960</u>	<u>54,418,778</u>

In 2021, the company entered into a cash pooling arrangement with other UK Group companies. Kering UK Services Limited is the cash pool owner. Cash swept from other Group companies is shown in amounts due to and owed to group companies.

Included within amounts due from group undertakings are unsecured loans totalling £155,000,000 (2021: £nil), which are repayable on demand and carry variable interest at SONIA.

All other amounts due from group undertakings are unsecured, interest-free, have no fixed date of repayment and are repayable on demand.

Debtors due after more than one year include deferred tax assets of £195,400 (2021: £192,539).

# Kering UK Services Limited

## Notes to the financial statements

### 10 Creditors

	31 December 2022 £	31 December 2021 £
<b>Amounts falling due within one year:</b>		
Lease liabilities (see note 12)	803,722	798,257
Trade creditors	237,672	222,632
Amounts owed to group undertakings	248,077,459	62,133,836
Other taxes and social security	834,871	562,735
Accruals and deferred income	417,629	647,461
UK corporation tax due	58,349	-
Other creditors	15,565	-
	<u>250,445,267</u>	<u>64,364,921</u>

In 2021, the company entered into a cash pooling arrangement with other UK Group companies. Kering UK Services Limited is the cash pool owner. Cash swept from other Group companies is shown in amounts due to and owed to group companies.

Amounts owed to group undertakings are unsecured, interest-free and repayable on demand.

	31 December 2022 £	31 December 2021 £
<b>Amounts falling due after more than one year:</b>		
Lease liabilities (see note 12)	4,474,213	4,965,965
	<u>4,474,213</u>	<u>4,965,965</u>

### 11 Called up share capital

	31 December 2022 £	31 December 2021 £
<b>Authorised</b>		
10,000,000 (2021: 10,000,000) ordinary shares of £1 each	10,000,000	10,000,000
	<u>10,000,000</u>	<u>10,000,000</u>

# Kering UK Services Limited

## Notes to the financial statements

### 11 Called up share capital (continued)

	31 December 2022 £	31 December 2021 £
<b>Called up, allotted and fully paid</b>		
1,550,002 (2021: 1,550,002) ordinary shares of £1 each	1,550,002	1,550,002

All shares rank pari passu in all respects.

### 12 Leases as a lessee (IFRS 16)

#### Amounts recognised in the statement of financial position

The statement of financial position shows the following amounts relating to leases:

#### *Right-of-use assets*

Right-of-use assets related to lease properties that do not meet the definition of investment properties are presented within land and buildings tangible assets on the statement of financial position (see note 8):

	31 December 2022 £	31 December 2021 £
Balance at 1 January	4,821,043	5,549,641
Additions to right of use assets	293,217	-
Depreciation charge for the year	(704,319)	(709,345)
Derecognition of right-of-use assets	-	(19,253)
Balance at 31 December	4,409,941	4,821,043

# Kering UK Services Limited

## Notes to the financial statements

### 12 Leases as a lessee (IFRS 16) (continued)

#### *Maturity schedule of lease liabilities*

	31 December 2022 £	31 December 2021 £
<b>Current liabilities:</b>		
Less than one year	803,722	798,257
<b>Non-current liabilities:</b>		
Between one and two years	829,021	714,604
Between two and three years	855,188	725,734
Between three and four years	777,374	746,054
Between four and five years	788,418	766,944
More than five years	1,224,212	2,012,629
	4,474,213	4,965,965
<b>Total current and non-current lease liabilities</b>	<b>5,277,935</b>	<b>5,764,222</b>

#### **Amounts recognised in the income statement**

The income statement shows the following amounts relating to leases:

	Year ended 31 December 2022 £	Year ended 31 December 2021 £
Depreciation on land and buildings (included in administrative expenses)	704,319	709,345
Interest expense on lease liabilities (included in interest payable and similar expenses - note 6)	167,610	170,323
Expenses relating to short-term leases (included in administrative expenses - note 4)	3,500	3,500
Expenses relating to leases of low value assets accounted, excluding short term leases of low value assets (included in administrative expenses - note 4)	370,985	-
	1,246,414	883,168

The total cash outflow for leases was £947,122 (2021: £1,155,653).

# **Kering UK Services Limited**

## **Notes to the financial statements**

### **13 Accounting estimates and judgements**

#### **(a) Determination of the discount rate applicable to lease liabilities**

The Company believes that there is no readily available means of determining the interest rates implicit in its leases and has thus elected to apply the company's incremental borrowing rate.

The incremental borrowing rate corresponds to the rate of interest that the Company would have to pay to borrow, over a similar term and with a similar security, the funds necessary to obtain an asset of similar value to the right of use asset in a similar economic environment.

The rate curves take into account the average lease term and are prepared on a quarterly basis. The company's weighted-average incremental borrowing rate is 3.00%.

Sensitivity analysis has been performed to assess the impact on the financial statements, if the discount rate changed by +/- 1%, while holding all other assumptions constant. This analysis concluded that:

- A +1% would have:
  - An immaterial impact on the 2022 Income statement
  - A £176,042 decrease to the right of use asset and a corresponding £154,800 increase in the lease liability.
- A -1% change would have:
  - An immaterial impact on the 2022 Income statement
  - A £186,371 increase on the right of use asset and a corresponding £162,872 decrease in the lease liability.

### **14 Ultimate holding company, holding company and controlling party**

Financiere Pinault SCA, a company incorporated in France, is the ultimate parent company and controlling party. Kering S.A., a company incorporated in France is the largest and smallest group to consolidate and publish these financial statements. Consolidated financial statements including the results of the Company are available to the public from 40 rue de Sevres, Paris 75007, France.